U.S.ARMY
More Relevant & Ready Army
More Capable & Modular Force
More Stable & Predictable Lifestyle
THIS ARMY
THIS DECADE
Changing NOW to Increase Combat Power
Leader

An Army at War… and More

Our Army is at War. It hasn't been easy, but we're working to make it better for you and still uphold our responsibilities to our Nation.

- No longer employ the Army for just major combat operations
- Employing the Army early (peace support, humanitarian assistance) reduces the likelihood of major combat operations
- Army conducted 59 significant missions since 1989
- Currently deeply involved in combat operations in Iraq and Afghanistan

How is the Army Changing?

Improve Deployments

- Increase high demand skills
- Create larger rotation pool
- Improve deployment predictability

24 - 32 % more combat units

More Stability

- Reduce PCS moves
- Stabilize Soldiers/Leaders
- Synchronize Soldier tour with unit deployments
- Focus training around replacement cycles

Less moves longer tours

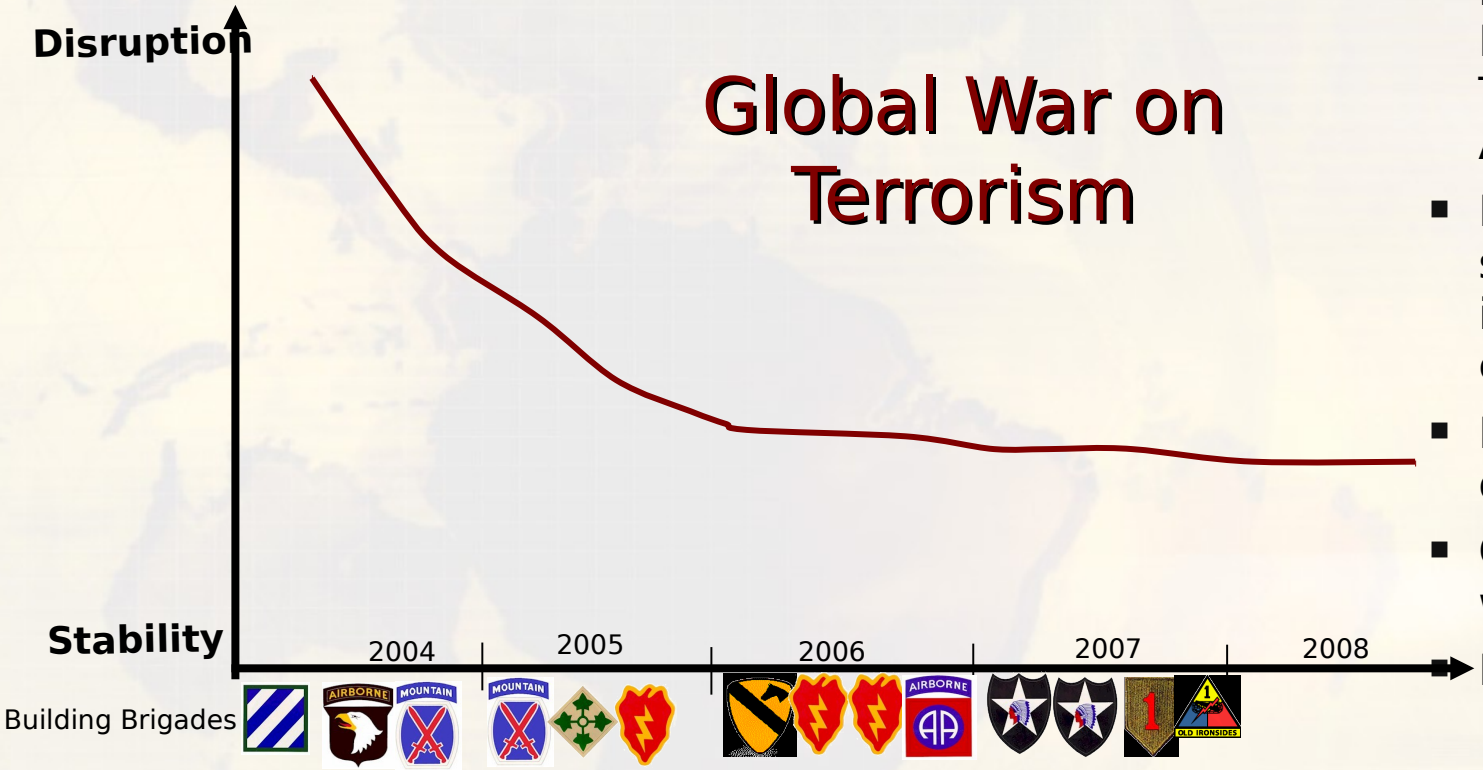
Improved Flexibility

- Standardize unit designs
- Organize by task
- Create interchangeable units
- Center on brigades (vice large division)

Common AC/RC unit design

More Cohesive, Agile, Combat-Ready Forces More Stable, Predictable Lifestyle

What Happens When?



- Restructure and build new Brigade Combat Teams/ Units of Action
- Implement stabilization initiatives as we convert units
- Build more “high demand” units
- Convert MOSs as we restructure
- Fight the War!

hanging While the Engine’s Running – Not Business a

Force Stabilization: How We Will Man The Force

Stabilization

- Most stability and predictability
- Longer assignments for CONUS-based Soldiers and families
- Extended initial tours
- Enables higher levels of cohesion
- Uses a regional approach
- Multiple opportunities to return to same post

Unit Focused Stability

- Synchronizes with Unit Operational Cycle
- Minimizes Soldier losses for deployed units
- Provides combat ready, agile, cohesive units
- Uses Lifecycle and Cyclic Manning Management

Individual Replacement System (IRS)

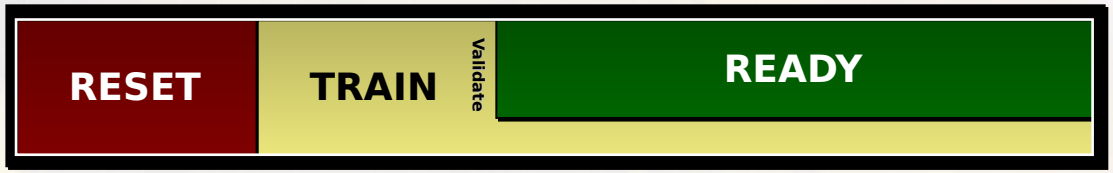
- Current system doesn't go completely away
- Used for most OCONUS units until return to CONUS
- Used for the Institutional Army (TRADOC, etc.)
- Some low density specialties will always stay IRS

Stabilization

Stabilization increases stability and predictability

- Soldiers spend longer tours at CONUS installations, moving only to:
  - Meet the needs of the Army
  - Fulfill leader development requirements
  - Satisfy individual preferences
- Minimizes personnel turbulence; Provides “deeper roots”
  - Enlisted Soldiers can reenlist Present Duty or Needs of the Army
  - All Soldiers will be encouraged to return to the same post repetitively over their career
- Further stability and predictability are supported by:
  - Incentives for Soldiers to extend in short tour areas
  - Future rotation-based Army
  - Regional approach for future assignments

Unit Focused Stability: Lifecycle Management



- Synchronizes Soldier's tour with the unit's operational cycle (36 months)
  - Minimizes attrition (PCS/ETS) for deployed units – increases deployability
  - Provides horizontal & vertical cohesion
- Focused on Brigade Combat Teams

Lifecycle management focuses personnel turbulence to reset periods:

- Maximizes unit cohesion, deployability and readiness
  - Un-programmed losses (4-8%) replaced with personnel packages annually
  - Medical, UCMJ, administrative separation, and exceptions
- 50 – 70 % of the unit turns over at end of cycle
- By exception losses for ARSOF and Old Guard
- Installation challenges may include:
  - Housing
  - CIF
  - In/Out Processing

X

The Brigade Commander Controls Internal Turbulence

- Enables leader development
- OES/ NCOES TDY & return
- Length of time for Leader Qualification

Unit Focused Stability: Cyclic Management

- Sustained by periodic replacements to “normalize” training cycle
- Focused on headquarters elements and low density specialties
- Enhances continuity of operations
- Focuses training to sustainment periods

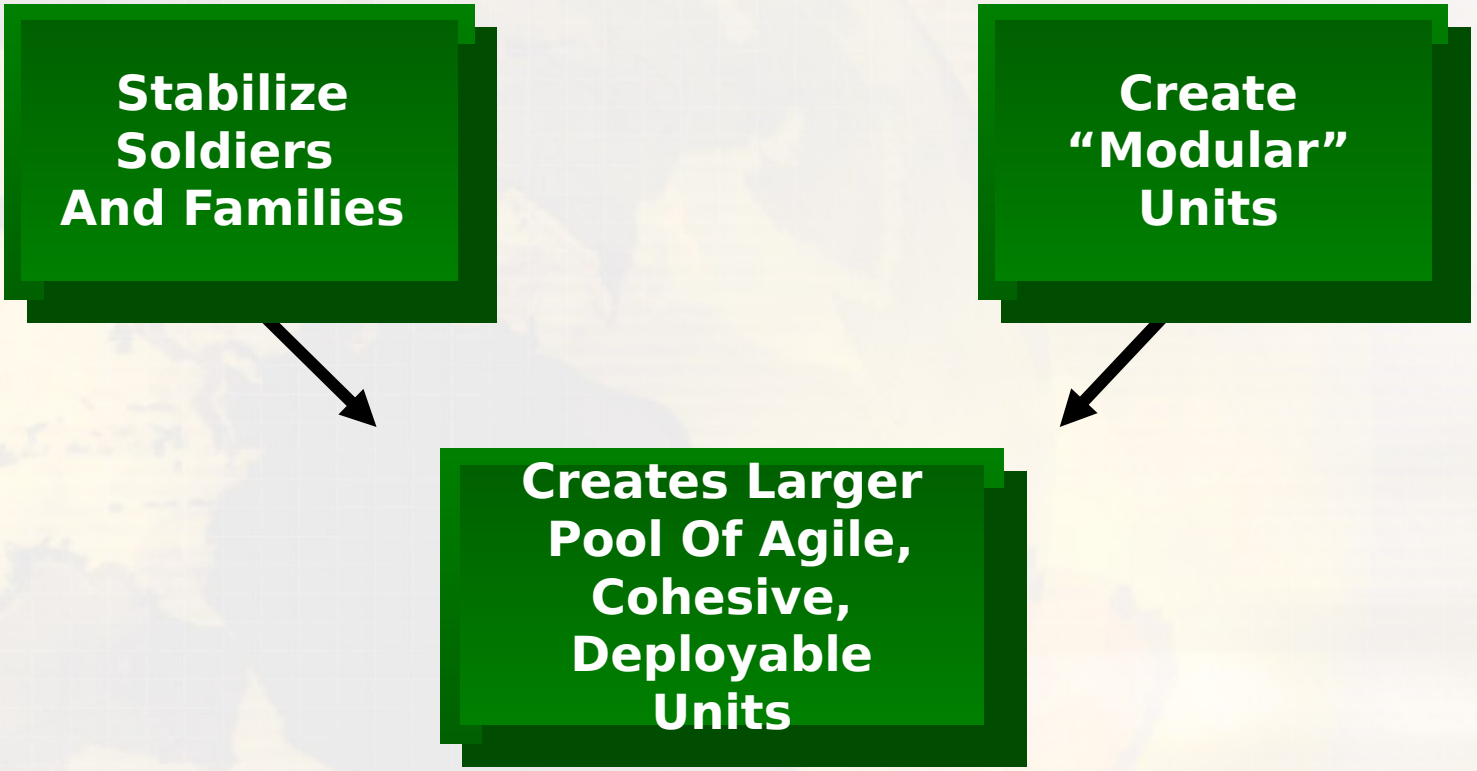
Cyclic management focuses personnel turbulence to a scheduled one or two month period

- Maximizes unit cohesion and readine
- Installation challenges may include:
  - Housing
  - CIF
  - In/Out Processing

TENETS

- 12 months in length (Sustain & Ready)
- Combat Support, Combat Service Support units, and Command and Control elements
- Synchronized sustain phases
  - Programmed losses and replacements only during this phase
  - Allows for focused training/ resource prioritization
  - 15 to 30% losses annually
- By exception losses for SOF, CSM Selectee, OCS

What Else Are we Doing?



Our personnel policy changes coupled with changing and creating more like units will help provide the stability families want and need

Changing Our Units – Modularity

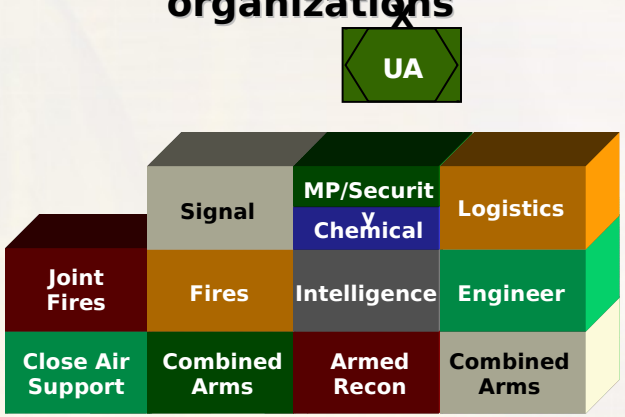
- Create a larger pool of units to fulfill strategic commitments
- Standardize the design of our units
- Move from Division (larger) to Brigade Level (smaller) stand-alone units
- Make units capable of deploying more rapidly
- Increase the ease with which we can task organize units and integrate with other Services, Nations

We have a plan to build a more modular, standardized and flexible Army . . . and we're starting now

Changing to Brigade-Centric Organizations

An Active Army based around large, powerful, fixed organizations

To an Army designed around smaller, self-contained organizations



. . . Supported by standard functional UAs

- Optimized for specific Missions -------Standard, broad, embedded capabilities
- Army - Centric ---------- Inherently linked to other services
- Independent----------Independent, self-contained unit
- Support from Corps, Army----------Supported by modular UEx with functional UAs
- Large logistics, aviation units----------Functional UAs: Aviation, Support, Strike

Going from "FAMILY SIZED" to "INDIVIDUAL SERVINGS"

Building Capability Over Time

Growing up to 15 New Brigade Combat Teams in 6 years

	FY04	FY05	FY06	FY07
Current Division				
Brigade Combat Team Build Units of Action*				ABN AK

Decision to implement resourcing of final 5 UAs subject to operational necessity and OSD approval

* Units of Action (UA) are brigade sized units that include key enablers making them more modular and self-sufficient

The Reserve Components are changing too. In the end we'll have 82 Brigade Combat Teams in Our Army

24 – 32 % More Combat Units!

- **Creates deeper rotation pool to sustain the War and meet our worldwide commitments**
- **Decreases immediate reliance on our Reserve Components for combat units**
- **Restructures AC/RC Combat Service Support to support Modular Brigade Combat Teams**

Summary: How is the Army Changing

Improve Deployments

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What Isn’t Changing?

The Soldier is the Centerpiece of all our Units.

Soldiers are:

- The most effective, flexible, and adaptable asset we possess
- The Army’s best sensor – receives and processes information better than any technology
- The face of the United States overseas

Everything We Do is Designed to Support Them

Bottom Line

- We are all Soldiers first--living the Warrior Ethos.
- Our Army is respected--by our citizens, media, leadership...and enemies.
- Our force will be more stable and predictable--but we face some instability over the next eighteen months.
- We have won many new entitlements and authorizations for Soldiers and families--and are fighting for more.
- Our Army is a team--of all Components, DA Civilians, family members, and selected contractors.
- Our Army and Nation need you--stay the course!

"To see a rainbow, there must first be some rain."
— Unknown Proverb

"Inclement Weather Plan: 'If it rains, Soldiers get wet.'"
— Unattributed 1SG